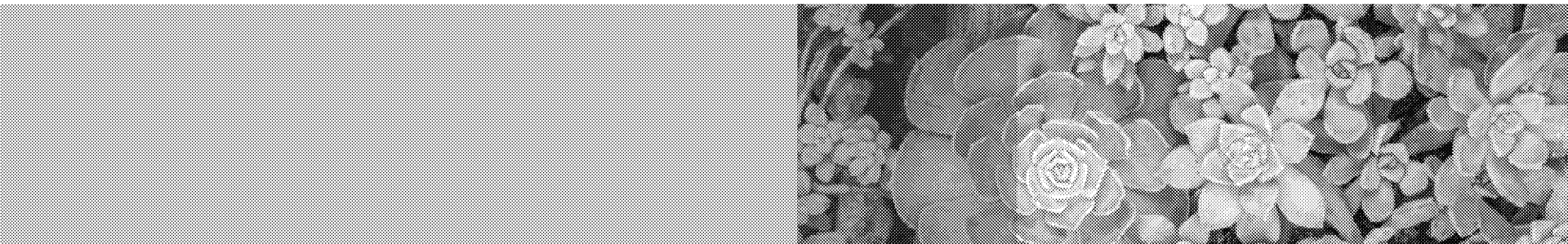


RECOVERY ROLES & RESPONSIBILITIES

Successful recovery from a disaster as significant as the Sonoma Complex Fires will not be obtained by any one entity. Defining roles and responsibilities for recovery partners allows better coordination of opportunities, increased partnerships, and optimized resources. The following roles and responsibilities are adapted from FEMA's *National Disaster Recovery Framework*:

Individuals and Households: Individuals and families need to plan and be prepared to sustain themselves in the immediate aftermath of a disaster. Disaster preparation includes having adequate insurance and maintaining essential levels of supplies, such as medication, food, and water. Resources to help individuals and families prepare are available through websites and publications of various organizations that are active in disasters, including local, State, and Federal agencies.

Private Sector: The private sector plays a critical role in establishing public confidence immediately after a disaster. When the private sector is operational, the community recovers more quickly by retaining and providing jobs and a stable tax base. When local leaders and the business community work together pre-disaster and develop a conceptual recovery plan, the public is more likely to be optimistic about the community's ability to recover post-disaster. For example, local banks can continue to offer accessible loan opportunities to individuals and businesses impacted by the fires. Insurance companies also play a role in preparedness. They can assist in educating community members on risks and reach out to underserved populations to find ways to provide coverage.



RECOVERY ROLES & RESPONSIBILITIES

Nonprofit Sector: Nonprofits play a significant role in recovery. Nonprofits include voluntary, faith-based and community organizations, charities, foundations and philanthropic groups, as well as professional associations and educational institutions. Nonprofits serve in recovery by providing case management services, volunteer coordination, behavioral health and psychological and emotional support, technical and financial support, and housing repair and construction that meets accessibility and universal design standards. Nonprofits directly supplement and fill gaps where government authority and resources can't, such as through fundraisers and distribution of funds to those in need.

Nonprofit organizations are critical for ensuring participation and inclusion of all members of the impacted community. Many nonprofits act as advocates for a wide range of members of the community such as individuals with disabilities and others with access and functional needs, children, seniors, individuals with limited English proficiency and other underserved populations.

Local Government: Local government has the primary role of planning and managing all aspects of the community's recovery. Since the Sonoma Complex Fires, the County of Sonoma and the City of Santa Rosa have worked closely to coordinate some recovery activities. The City of Santa Rosa is the largest of nine cities within the County of Sonoma, and the City was most affected by the fires.

Local governments lead the community in preparing hazard mitigation and recovery plans, raising hazard awareness and educating the public about available tools and resources to enhance future resilience.

RECOVERY ROLES & RESPONSIBILITIES

State Government: States lead, manage and drive the overall recovery process and play the central role in coordinating recovery activities that include providing financial and technical support. The State of California oversees regional coordination of recovery, sets priorities and directs assistance where needed. In addition to managing Federally-provided resources, the State may develop programs or secure funding that can help finance and implement recovery projects.

The State of California plays an important role in keeping the public informed through strategic messaging and working with all other stakeholders to provide an information distribution process.

Federal Government: The Federal Government plays a significant facilitative role in the development of urban and rural communities and their social infrastructures, and can leverage needed resources to build and rehabilitate many communities so that they are more disaster resistant and resilient. The Federal Government also plays an important role in providing accessible information to the public and all stakeholders involved in recovery, including information about Federal grants and loans with potential applications to recovery. In coordination with local and State government, the Federal Government is responsible for ensuring that information distributed as well as understood, so that the public, Congress, the private sector and all stakeholders are aware of the process and have realistic expectations of recovery.



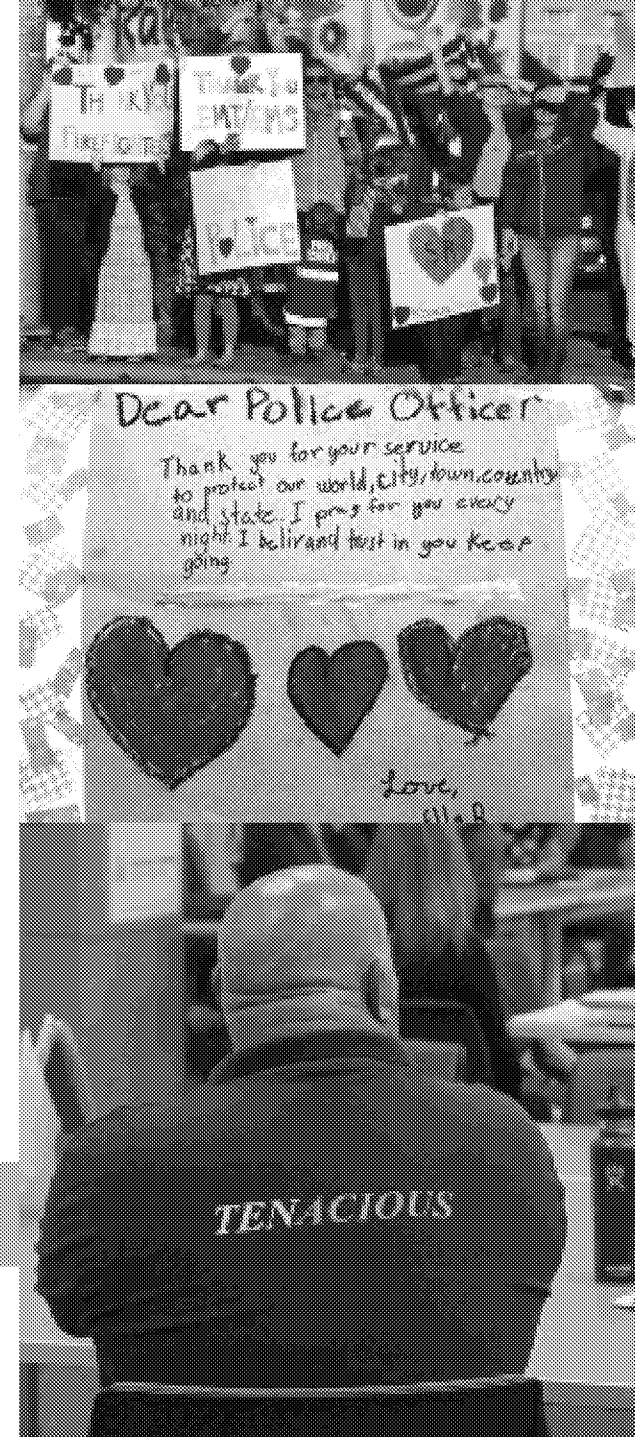
CORE PRINCIPLES

The ways that we plan for the next disaster, incorporate input, collaborate to build the right capabilities, mitigate threats, care for our citizens, and implement the goals and actions in this Framework are guided by a set of core principles outlined largely in the *National Disaster Recovery Framework*. Establishing and adhering to these core principles will help ensure that our recovery efforts are consistent with Federal and State recovery partners and best practices in recovery management. The core principles guide the strategies we pursue, our decision-making, processes and practices. In practice, they maximize the opportunity for achieving recovery success. Their more specific definitions have been informed by input from County leadership, partners, and our community.

SOCIAL EQUITY

All community members who have suffered or will suffer losses have equal voice in informing recovery efforts. Efforts address historic social and institutional barriers to equitable receipt of services and benefits. All individuals have access to resources that equitably address both their physical losses and psychological health needs.

Outcomes reflect our values



CORE PRINCIPLES

While all community members will have access to services needed for recovery and preparedness, we also recognize that individuals with disabilities and others with access and functional needs are disproportionately impacted during a disaster. These include individuals with developmental or intellectual disabilities; vision impairment; hearing impairment; mobility impairments; injuries; and chronic conditions. They may also include older adults or children; those living in institutionalized settings; those who are low income or homeless; individuals with limited English proficiency or who are non-English speaking; undocumented immigrants; and individuals with transportation challenges. To achieve equity, the County will identify and meet the needs of these populations before, during, and after disasters and integrate their needs and input in the recovery planning process.

PRE-DISASTER RECOVERY PLANNING

Recovery is more effective when planning occurs before a disaster. Engaging community partners in the planning process creates common understanding of recovery actions and roles. It builds capacity to lead, plan, and manage future recovery operations. Innovative pre-disaster planning can generate tools and resources that will minimize disaster impacts and support recovery.

LEADERSHIP AND LOCAL PRIMACY

The County plays an important role in planning for and managing aspects of the community's recovery. Cities within the County are important partners and play a role in recovery, though each jurisdiction has unique attributes and needs. Coordinated leadership across all levels of government and sectors of the community is essential throughout the recovery process. The State, regional, and Federal governments support the County and all local governments to reinforce local resources and abilities to promote recovery goals. Businesses also play lead roles in recovery planning. The private sector owns and operates most of the critical infrastructure systems, such as electric power, financial, and telecommunications systems.

Equity is an outcome whereby you can't tell the difference in critical markers of health, wellbeing, and wealth by race or ethnicity, and a process whereby we explicitly value people of color and low-income communities to achieve that outcome.

Adapted from a quote by Yanique Redwood, DC, "What the Heck Does 'Equity' Mean?," *Stanford Social Innovation Review* (Sep. 15, 2016), available online at the *Stanford Social Innovation Review* website.

CORE PRINCIPLES

ENGAGED PARTNERSHIPS AND INCLUSIVENESS

Private and nonprofit partners play a critical role in meeting local recovery needs. Engaged partnerships ensure that parties with deployable resources and a role in recovery have a voice in recovery planning. Collaboration helps the County anticipate needs, and understand how to access available resources during and after a disaster. Recovery leaders share clear, effective, accessible, and culturally appropriate communication with partners.

TIMELINESS AND FLEXIBILITY

Timeliness and flexibility are key to minimizing delays and lost opportunities in implementing recovery efforts. Recovery plans, programs, policies, and practices are adaptable to meet unforeseen, unmet, and evolving recovery needs.

RESILIENCE AND SUSTAINABILITY

Pre- and post-disaster planning offers opportunities to reduce risk and contribute to a more sustainable community.

This includes assessing and understanding risks that threaten recovery efforts. Resilience is the ability to prepare for and adapt to changing conditions and to withstand and recover rapidly from a disaster. Pre- and post- disaster planning ensures that steps are taken to avoid or reduce risk during the recovery process and that recovery efforts can be leveraged to increase community resilience.

Opportunities exist during rebuilding to promote sustainability like making smart energy choices, improving economic competitiveness, expanding energy-efficient housing choices, and enhancing healthy, safe, and walkable neighborhoods.

CORE PRINCIPLES

UNITY OF EFFORT

Coordinated effort is central to efficient, effective, timely and successful recovery. Coordination allows recovery leaders to identify needs and priorities more effectively, reallocate existing resources, engage community partners, and identify other resources. Unity of effort respects the authority and expertise of participating organizations while coordinating support of common recovery priorities and objectives.

PSYCHOLOGICAL AND EMOTIONAL RECOVERY

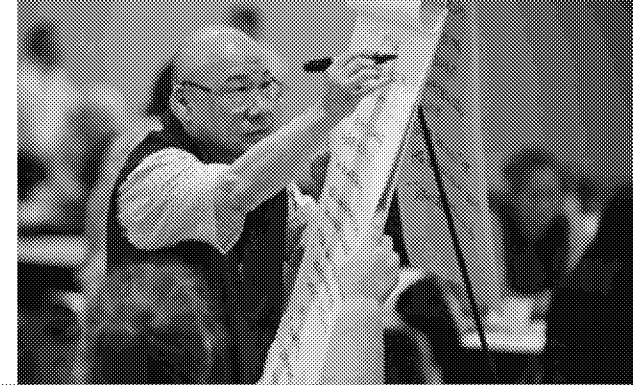
Successful recovery addresses the psychological, emotional, and behavioral health needs associated with the disaster and resulting recovery. Behavioral health support provided in recovery includes informing and educating the community about available services, basic psychological support and crisis counseling, assessment, and referral to treatment when needed for more serious mental health issues. Successful recovery acknowledges the linkages between the recovery of individuals, families, social networks, and communities.



COMMUNITY ENGAGEMENT

OVERVIEW

The October 2017 fires reshaped our community both physically and emotionally. As we rebuild and restore our identity as a County, community input on recovery is a County priority. Throughout 2018, the Office of Recovery and Resiliency has engaged the community in a variety of ways to listen to residents' concerns, ideas and suggestions on the five strategic areas of recovery and resiliency. The Office will continue to engage the community by sharing information, resources, and updates. We will continue to gather community input on the direction and priority of recovery activities.



OVERVIEW

Key strategies used to gather input into the Framework:

Board Workshops: The Board of Supervisors conducted Recovery Workshops to provide pertinent information to the Board and receive initial direction on the Framework. Community stakeholders were invited to attend and provide input.

Workshops Conducted by the Board of Supervisors

February 6	Housing
February 13	Natural Resources & Economic Development
February 27	Community Preparedness & Infrastructure
August 7	Safety Net Services

Community Groups and Stakeholder Meetings: The Office met with over 80 community groups and stakeholders to provide updates on progress and gather input on the Framework. Several community groups provided recommendations on behalf of their organizations. Submitted input is available on the Office of Recovery and Resiliency's website at www.sonomacounty.ca.gov/ORR.

Recovery Planning Community Meetings: The County hosted a series of community meetings to share a draft of the Framework that was presented to the Board of Supervisors in June 2018. The goal was to get community feedback on the vision, goals, and proposed actions for each strategic area. Members of the public participated in facilitated, small group discussions and provided input. A total of 306 community members attended these meetings.

OVERVIEW

Recovery Planning Community Meetings

LOCATION	CITY	DATE	COMMUNITY MEMBERS
Sonoma County Office of Education	Santa Rosa	July 10	65
Sebastopol Center for the Arts	Sebastopol	July 11	60
Petaluma Community Center	Petaluma	July 25	40
Finley Community Center	Santa Rosa	August 2	70
Sonoma Veterans Building	Sonoma	August 8	28
Lawrence Cook Middle School (in Spanish)	Santa Rosa	August 28	40
La Luz Center (in Spanish)	Sonoma	September 5	3

Online Survey: The Office conducted an online survey for community members to provide input into the Framework.

A total of 115 responses were submitted.

Email: Since early 2018, community members have been encouraged to submit input to recoveryinfo@sonoma-county.org.

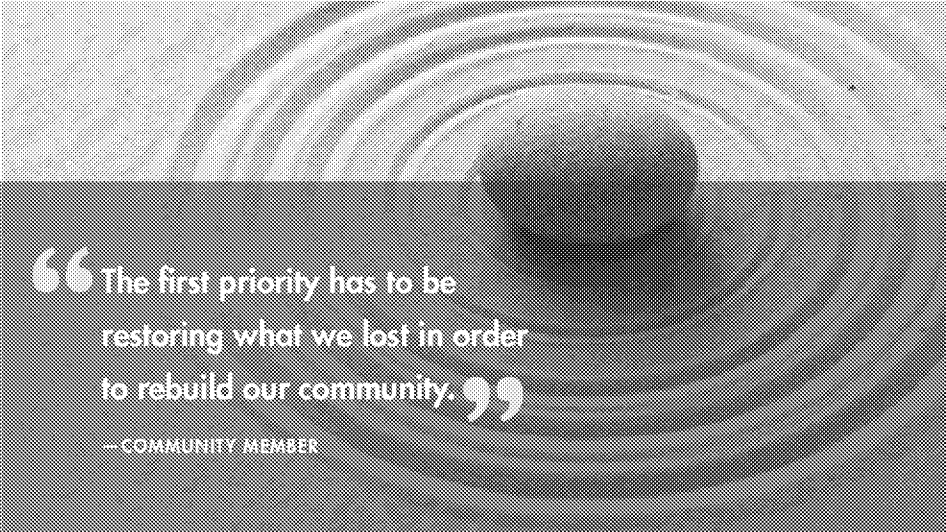
Emailed input was considered and reviewed.

Community Surveys: Many organizations and community groups conducted recovery-related surveys since the fires.

These efforts inform the County's understanding of community needs, interests and opinions. The Office will continue to compile and analyze surveys and assessments that are relevant to recovery. Survey results are available on the Office of Recovery and Resiliency's website at www.sonomacounty.ca.gov/ORR.

OUTREACH

The County engaged in extensive outreach efforts to inform the public of opportunities to provide input on the draft Framework. Outreach was designed to expand participation to a broad cross-section of the community and to seek out diverse voices and perspectives. The Office conducted traditional and grassroots outreach to encourage residents to share their ideas and priorities and worked with community partners to utilize existing structures to broaden our reach, strengthen relationships and improve communication and collaboration. For example, the Office built on the Watershed Collaborative network, a representative group of more than 60 organizations focused on working and natural lands in Sonoma County, by continuing to hold meetings of the collaborative to address recovery issues and solutions to achieve resiliency. A list of the groups engaged during the outreach period is included as Appendix C.



“The first priority has to be restoring what we lost in order to rebuild our community.”

— COMMUNITY MEMBER

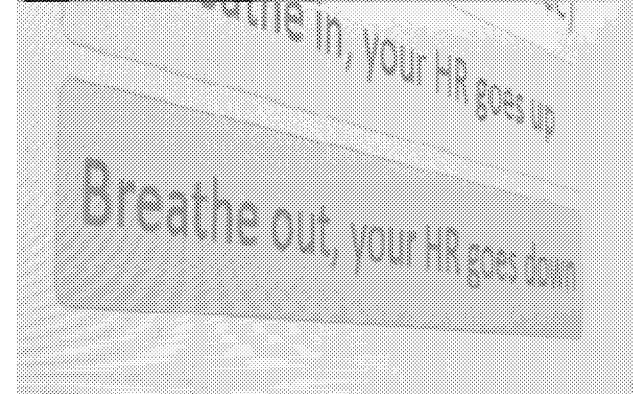
RECOVERY PLANNING: COMMUNITY MEETING FORMAT

The deepest engagement and discussions of the Framework came during the Recovery Planning Community Meetings. County staff worked with community leaders to recruit residents from different segments of the community including individuals with disabilities and others with access and functional needs, including non-English speakers, to ensure all points of view were heard. Over 300 residents participated. The materials and meetings were provided in both English and Spanish. Translation services were provided at every meeting.

“We should all support local businesses, who chipped in so much during the crisis.”

— COMMUNITY MEMBER

More than 300 residents participated in community meetings.



COMMUNITY INPUT

The County heard consistently from community members that they appreciated opportunities to share their ideas with County staff. The compiled data of all public input from the Recovery Planning Community Meetings and online survey are available on the Office of Recovery and Resiliency's website. In partnership with county departments, Office staff reviewed and analyzed all of the input gathered during stakeholder meetings and submitted via email.

The ideas and concerns expressed by the community in many ways validated the vision and goals in the initial draft Framework. Community members also offered a number of new and innovative approaches to recovery that were incorporated. Each critical recovery area section of this Framework includes a summary of the key themes conveyed by the community. A list of the key themes is included as Appendix D-1. Submitted input is also available on the Office of Recovery and Resiliency's website.

“ I want to underscore the importance of embedding equity at the beginning of the Framework and connecting it with environmental justice and access to resources, so that those themes are carried across the Framework. ”

— COMMUNITY MEMBER

Here's What We Heard From the Community

"Make sure we are **bold in our plan** and we talk about **equity**."

"Regular **controlled burns** in some areas.
Manual **fuel reduction** in other areas."

"I am a huge fan of **sirens** as an alert for major emergencies. ... Siren systems were widely used for decades with great success."

"Smaller groups (**communities**) need to take responsibility for communications."

"I want to encourage us all to realize that these 4-5 themes in this framework are **all woven together**."

"I urge the City and the County to put together a **'Vulnerable Population Plan'** for future emergencies."

"Lower fees. **Approve more housing** more quickly."

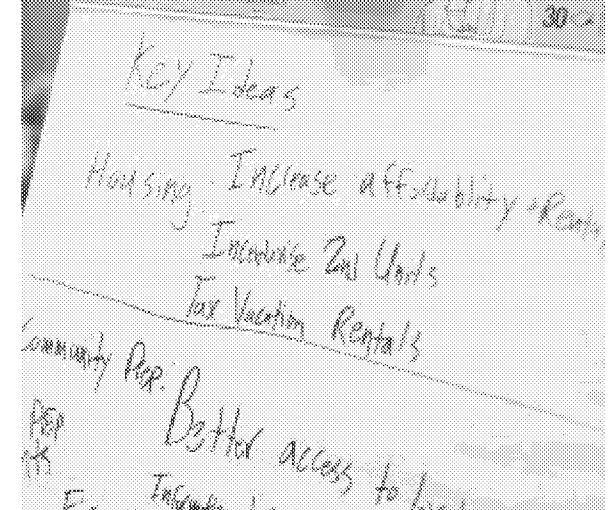
"Obviously, 'fast tracking' approvals for housing. Be careful not to lose sight, in the short term, of **environmental impacts** in the long term ... don't forget CEQA."

ONGOING DIALOGUE

Our engagement with the community doesn't stop with the community meetings or the printing of this Framework. The County will continue an ongoing dialogue as recovery continues. Potential engagement opportunities include an online portal to solicit input, as well as more traditional methods, such as community meetings. Community members are always encouraged to share public input at Board of Supervisors' meetings during public comment period.

“ I wish I had been more aware of which of my neighbors needed help evacuating.

—COMMUNITY MEMBER



Specific opportunities to engage will be shared at:

www.sonomacounty.ca.gov/ORR

Communication

What to Do for the Elderly

Clean Water

“ Why don't they have those old metal sirens on posts? It's not fancy, but they work, right?

—COMMUNITY MEMBER

Community input can be submitted on an ongoing basis by emailing comments to:
recoveryinfo@sonoma-county.org

STRATEGIC AREAS OF RECOVERY & RESILIENCY



Strategy Area 1

COMMUNITY PREPAREDNESS & INFRASTRUCTURE

County-wide awareness, infrastructure, systems



Strategy Area 2

HOUSING

Diverse, affordable, accessible places to live



Strategy Area 3

ECONOMY

New jobs, businesses, opportunities



Strategy Area 4

SAFETY NET SERVICES

Care for people who need extra help



Strategy Area 5

NATURAL RESOURCES

Healthy and well-managed land and water

OVERVIEW

Disaster preparedness is a shared responsibility. How we recover and whether we become more resilient depends on the contributions of the whole community. To be prepared, we must identify and prevent threats, protect our citizens, mitigate risks, and build our capacity to respond quickly and effectively.

In this section, we describe five strategic areas of recovery and resiliency, which are critical elements to being prepared. They align with the core capabilities of the *National Disaster Recovery Framework*. While each has its own focus, the five strategic areas of recovery and resiliency – Community Preparedness and Infrastructure, Housing, Economy, Safety Net Services, and Natural Resources – are interdependent. Coordination across strategic areas is required to prevent duplication, share technology, improve training and communication, leverage resources, promote innovation, increase capacity, and resolve challenges.

The County, in collaboration with its many partners, has taken the first steps to define the important linkages across the strategic areas of recovery and resiliency. They are a critical part of the Framework, though there is a lot more work to be done to understand and define how they affect implementation of the proposed actions in this Framework.

Many partners that play a role in achieving the recovery and resiliency vision may participate in varying capacities to implement the proposed actions included in this Framework. The list below shows the range of possible partner roles during implementation. Key partners for all proposed actions will be identified during the implementation planning phase.

NOTE ON TIMELINES

2019: Actions have begun or will be completed before the end of 2019

2020: Actions will be completed before the end of 2020

2021+: Actions will be completed no sooner than 2021

ROLE	ROLE EXAMPLES
Lead	Leader, Director, Manager, Administrator, Executive, Principal
Partner	Co-Leader, Task or Phase Manager, Team Member, Planning/Steering Committee Member
Sponsor	Funder, Grantor, Donor, Promoter
Supporter	Data Source, Data Exchange, Data Repository, Technology/Communications Support
Stakeholder	Technical or Policy Advisor, Outside Reviewer, Coach, Beneficiary, User